

**Report on the strategic review and reflection Process for Twerwaneho Listeners'  
Club.**

**Submitted to: Wellspring  
Advisors Uganda.**

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## **1.0 Background.**

Twerwaneho listeners club (lets struggle for ourselves) born of a history of isolated efforts on fundamental human rights is a local civic club bringing human rights activists together.

In 2006, a group of local human rights activists started a radio talk show “Twerwaneho” meaning lets struggle for ourselves on local radios; Voice of Tooro and Life FM aimed at awakening people to debate issues of governance and rights. The program stimulated people and started engaging in informal debates and raising questions on issues of democracy and governance in Rwenzori region.

As a result, the radio transmitter of 93.8 Life FM was violently burnt by armed men in broad day light at 1.00pm. This heinous act was allegedly master minded by the Tooro kingdom royals and local politicians as punishment to the radio owner for allowing open discussions on his radio. Police investigation was allegedly denied, several years after, the public has never heard of any police investigation report or official explanation of the crime that left communities inoculated with terror and fear.

The panelists and listeners of Twerwaneho and Nsonga ha Nsonga programs then constituted themselves into a human rights club “Twerwaneho listeners Club” and incorporated it as accompany limited by guarantee.

The TLC is structured with annual meetings, a board of directors, core staff, a team of volunteers and activists members.

### **1.1 Purpose of the Assignment.**

The overall objective of the strategic review and reflection process that was commissioned by Wellspring Advisors Uganda, was to enable TLC identify her strategic choices and thereby define the strategic direction the organization should pursue and focus on in the next few years.

Although the purpose of this exercise is not to develop a comprehensive and final strategic plan, the process of review should enable the organization develop a road-map that should guide the organization; and subsequently, inform the process of developing a strategic plan once the focus is clear.

## **2.0 Methodology.**

In executing this assignment, the consultant utilized a number of methods that included key informant interviews, focus group discussions and review of key documents.

Key informant interviews were with TLC staff and board members were conducted. The discussions in these interviews focused on the program areas, vision and the mission of the organization.

Review of key literature and relevant documents such as the TLC strategic plan and the project reports and work plans was undertaken. The SWOR analysis tool was the major tool that will be utilized during the in-depth focus group discussion to analyze data from both the landscape and performance assessment data gathered through the key informant interviews and closed ended self survey

questionnaires. SWOR analysis will form the basis of identifying strategic choices, the desired direction and developing strategic objectives alongside mapping of the strategic themes.

Focus group discussions were utilized during the review workshop conducted in the TLC boardroom. The groups were given an opportunity to reflect on the vision, mission, values and the future organizational choices TLC has to adapt.

In executing all the above, the facilitator utilized good participatory approaches and methodologies. Critical reflection by the staff and the BoD was an integral part of this strategic review process. As such, the consultant provides ample opportunity and space for active and meaningful engagement of TLC.

Mindful of the shrinking space for civil society engagement especially HRDs in Uganda,; coupled with the scale, complexity, sensitivity and the ensuing debate surrounding some of the litigious human rights issues, a lot of *discernment* and *sensitivity* had to be exercised during the review and reflection process to be able to explore, surface and appreciate the deep-rooted structural, political, legal, economic and society issues that either undermine good governance and respect of the human rights and fundamental freedoms of the vulnerable especially, the women, ethnic minorities and other groups.

### 3.0 Deliverables

The key deliverables tagged to this assignment expected from the consultant was a road map with clear themes and strategic choices for TLC.

## 4.0 Output from the Review Process.

### 4.1 Vision and Mission Statements

In the process of reviewing the key documents, it was realized that the vision, mission and values of the organization were not clearly articulated. The table below shows the old and revised vision, mission and core value statements:

Old Vision Statement.	Revised Vision Statement.
We envision a society where good governance is practiced and all citizens have equal dignity and human rights. Our vision is to be the leading human rights organization nationally, working as a strong partner with other like-minded organizations	A developed, just and harmonious Rwenzori community.
Old Mission Statement.	Revised Mission Statement.
TLC advocates, protects, mobilizes and sensitizes citizens on their human rights.	TLC promotes good governance and respect for human rights and fundamental freedoms of the marginalized and most vulnerable to ensure improved service delivery, equitable development and peace.

#### 4.1 Twerwaneho Listener's Club Core Values.

Old Core Value Statements.	Revised Core Value Statements.
) Being at the frontline.	) We are Human Rights Focused.
) Working courageously.	) We are Partners.
) Fostering Team Spirit.	) We are Community Focused.
) Local Initiative at hear.	) We are Non Partisan and non political.
	) We are Non-Discriminatory.

#### 4.2 Agreed Geographic Scope.

Basing on the mandate of TLC and the resources available, the meeting mapped out the districts where TLC will be implementing her programs. The districts agreed upon include the following;

1. Kyenjojo District.
2. Kamwenge District.
3. Kabarole District.
4. Kyegegwa District.
5. Bunyangabu District.
6. Bundibugyo District.
7. Ntoroko District.
8. Kasese District.

#### 5.0 Organization Focus.

Since its inception, TLC has been involved in a number of programs and projects. However, a close look at these projects, revealed one fact; TLC was not well focused in terms of the agenda the organization was pursuing. It is on that basis that the consultant lead discussions to agree on clear organizational program areas.

#### 5.1 Old program Areas.

- (a) Business and Human Rights.
- (b) Access to information.
- (c) Community organizing and activism.
- (d) Protection and support for grassroots activists.
- (e) Public service delivery monitoring.
- (f) Land rights.

## 5.2 The New Program Areas for TLC.

Program Area	Thematic Focus Areas	Target
<b>I. Governance and Accountability.</b>	<b>1. Private sector:</b> Extractive and Non Extractive industry. ✓ Corporate social engagement/ corporate social engagement.  ✓ Private sector compliance with industrial standards at Local, National, International in the Extractive and Non extractive sectors	✓ Communities affected by the activities of the corporations.
	<b>2. Public sector:</b> ✓ Monitoring of public service delivery.  ✓ Meaningful community participation in management of natural resources and equitable benefit sharing (focusing on the Rights, Roles, Responsibilities and Returns)	✓ District Local governments and Lower Local Governments.  ✓ Government departments like Uganda Wild Life Authority, National Forestry Authority, Beach Management Units/NEMA
<b>2. Human Rights, Access to Justice and Civic Participation.</b>	<b>3. Land Rights</b> ✓ Access, utilization and ownership of land by the different marginalized groups and ethnic minority groups. ✓ Land acquisition and compensation. ✓ Legal Assistance.	✓ Rural poor. ✓ Pastoralists/ Basongora ✓ Bonifide occupants on kingdom land and landlords. ✓ Institutional land (UWA, NFA, UNRA) ✓ Communities whose right to land is threatened by emergence of multinational corporations. ✓ Widows, orphans and girl child ✓ Ethnic minority groups.
	<b>4. Human Rights Defenders.</b> ✓ Safety and security of the grass root human rights defenders (Physical and digital security) ✓ Catalyzing the formation of grass root activists, enhance capacity of existing and new ones and join existing strong groups. ✓ Human rights awareness raising and promotion. ✓ Human rights defending of the most at risk and marginalized groups (Individual grass root activists, ethnic minorities and women activists) ✓ Legal Assistance.	✓ Grass root activists ✓ Activists in indigenous minority groups (Basongora, Batuku, Batwa and Banyabindi) ✓ Women Human rights activists in rural communities ✓ Rural activists promoting land rights, natural resources, governance and accountability and business and Human Rights. ✓ Rural sexual minority rights activists.

## 6.0 Organization Choices

The consultant further engaged the members to agree on the specific strategic choices and outcomes that the organization should focus on. Clarity of the strategic choices enables the organization to have focus and thereby, have internal cohesion and focus. Clear outcomes at a strategic level enables the organization to have a clear understanding of the change they want to make in the community and the programs they should implement to realize the desired change.

### Organization Choices.

Program Area I. Governance and Accountability.				
Sub-Objective	Outcome	Indicators	Verification Means	Strategic Initiatives
Strategic Choice I: Enhance good governance and accountability in the public sector and the private sector involved in both the extractive and non- extractive industry in the Rwenzori Region.				
Strengthen the capacity of communities to monitor and engage the private sector in the extractive and non extractive industries on issues of compliance to sector standards and CSR.	Increased capacity of the communities to monitor and engage the private sector (extractive and non-extractive) on compliance and CSR respectively.	<p>Number of private sector players involved in CSR programs.</p> <p>Proportion of communities involved in monitoring.</p> <p>Number of private sector actors whose activities are compliant with set standards (environmental and human rights).</p>	<p>Project Reports.</p> <p>Baseline Reports.</p>	<p>Village Monitoring Teams.</p>

<p>Strengthen capacities of the communities to monitor the quality of public service delivery at District and Lower Local Government levels.</p>	<p>Increased capacity of the communities to monitor and engage the duty bearers on quality public service delivery at District and Lower Local Government levels.</p>	<p>Proportion of communities engaging the duty bearers</p> <p>Proportion of engagements between communities and the duty bearers.</p> <p>Quality of service delivery at the District and other Lower Local Government Levels.</p>	<p>Baseline Survey reports.</p> <p>Annual Government's Performance Reports.</p>	<p>Involvement of TLC monitoring Team.</p>
<p>I. Enhance the capacities of the natural resources adjacent communities to advocate for meaningful participation and equitable benefit, sharing in natural resources governance and management.</p>	<p>Increased capacities of communities to meaningfully participate and benefit from the governance and management of natural resources.</p>	<p>Proportion of the community meaningfully participating in the governance and management of natural resources.</p> <p>Proportion of communities benefiting from the management of natural resources</p>	<p>Government performance reports.</p> <p>Baseline Survey Reports.</p>	<p>Advocacy and awareness on natural resources management.</p>
<p><b>Program Area 2. Human Rights and Access to Justice</b></p>				
<p><b>Sub-Objective</b></p>	<p><b>Outcome</b></p>	<p><b>Indicators</b></p>	<p><b>Verification Means</b></p>	<p><b>Strategic Initiatives</b></p>
<p>Strategic Choice 2. Promote the respect of human rights, access to justice and civic participation of the vulnerable communities in the Rwenzori Region.</p>				
<p>Promote justice and fairness in land tenure, utilization, acquisition, and compensation policies and practices among the vulnerable communities like ethnic minorities, women and the poor.</p>	<p>Increased justice and fairness in land tenure, acquisition, utilization and compensation policies and practices.</p>	<p>Proportion of land related abuses and conflicts.</p>	<p>Baseline Reports.</p> <p>M&amp;E reports.</p> <p>Police Reports.</p>	



Enhance the safety and security of the grass root activists and human rights defenders especially, the women, ethnic minorities and those in the extractive sectors.	Improved safety and security of the grassroots activists and human rights defenders especially, the women, ethnic minorities and those in the extractive sectors.	Proportion of HRDs who feel secure.  Security incidents involving HRDs.  Proportion of HRDs involved in HRDs.	Baseline Reports.  M&E reports.	Response mechanism for grassroots HRDs and activists.
Promote human Rights awareness and community sensitization among the target communities.	Increased levels of awareness on human rights among the communities.	Proportion of communities aware of their human rights.	Baseline Report.  UHRC reports.	
To promote the civic participation of the people in the governance and democratic process.	Increased participation of communities/citizens in the governance and democratic processes.	% of population involved in governance and democratization.	Citizen Score Cards.	To promote the civic participation of the people in the governance and democratic process.

## 7.0 Way Forward.

- I. Engage the management of TLC to explore the next steps including, supporting TLC to develop a strategic plan to facilitate fundraising and resources mobilization.